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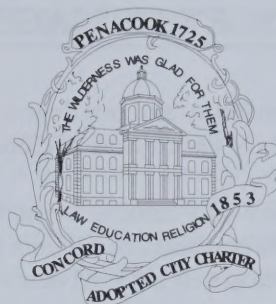
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Originally in the tower of the Board of Trade Building at School and North Main Streets, the Concord Clock was manufactured by E. Howard Co., Boston, Massachusetts, and purchased in 1872 through public subscription. The cast steel bell, made in Sheffield, England, strikes hourly in the key of G and was given to the City of Concord by George Pillsbury in 1873.

After years of neglect, in 1998 the clock was restored and reinstalled on this site for the people of Concord by the New Hampshire Historical Society.



N.H. STATE LIBRARY

AUG 04 2000

CONCORD, N.H.

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MAYOR'S MESSAGE

As the Mayor of Concord, it is my responsibility and privilege to recognize and bring forth opportunities that improve the quality of life for the citizens of Concord. Fiscal year 1999 provided a rare occasion.

In November 1998, I attended an invitation-only seminar at the University of Pennsylvania entitled, "The Mayors Institute on City Design." Eight northeastern Mayors participated in urban planning sessions detailing situations unique to their cities. A board of national planners then made recommendations for each city. For Concord, they suggested a long-range plan be established to augment the Master Plan by developing a community-based vision for the City extending out 20-25 years.

With the approach of the millennium, the unique timing of this suggestion presented an opportunity to step back and project the future of our City. Indirectly, the community was being invited to participate in planning Concord's future and to look forward to guiding its unpredictable but exciting destiny in broad but definable terms.

When we celebrate a new year, or even a new decade, planning energies are unleashed which encourage the birth of new initiatives. The advent of a new century had the extra effect of inspiring us to even more ambitious pursuits. The continuation of the basic quality of life in Concord, the preservation of the character of our Capital City and the sustenance of our tradition of citizen participation, were each considerations which merited more than passing thoughts. It seemed that our responsibilities to Concord's future generations should be acknowledged with deliberate and thoughtful action.

I suggested that the question of principal importance to each of us, whether City Council, City Administration or the general citizenry would be: "What do we want Concord to be in the year 2020, and how do we plan to get there?" In my January 11, 1999 report to the Council entitled, "The Mayors Institute on City Design," I referred to the concept of a "Grand Vision" for the Capital City, a plan which would address that question.

With its roots in the Master Plan concept, the idea of a 20-25 year "Vision" would transcend the Master Plan. I also wrote that I had had several informal discussions with local citizens on this matter. Virtually without exception, the idea of considering the initiative of a "Grand Vision": that with broad community support would furnish general direction for Concord for the next 20-25 years was unanimously endorsed.

Following consultation with City staff and with interested community citizens, I developed a proposed outline of the "Grand Vision" for City Council review and comment. At its March 8, 1999 meeting, following a public hearing on the subject, the City Council approved a resolution endorsing this initiative to create a long-range outline entitled A 20/20 Vision for Concord.

A steering committee, comprised of local citizens assisted by City staff, has been working to develop a program by which to initiate this "Grand Vision." Expectations are that the Concord community will be involved at plan inception beginning in 2000.

William J. Veroneau
Mayor

CITY MANAGER'S MESSAGE

The Annual Report provides the opportunity for the City to communicate its goals, activities, and accomplishments to the community. It is not unlike a corporation's annual report to its stockholders on the result of investments. However, instead of financial dividends, the City focuses upon the community's "return on investment" in terms of improvements in the quality of life enjoyed by the residents and other taxpayers of Concord. This year, we moved forward in a number of "quality of life" areas.

In terms of public safety, under Police Chief Halacy's leadership, we saw a dramatic expansion of the Police Department's program for joint problem-solving and crime reduction known as "community policing." Under Fire Chief Dionne, the Fire Department continued a reorganization that expands our fire prevention and training programs and enhances the quality of our emergency medical service. In addition, the City Council approved the relocation of Fire Administration and dispatch functions to a soon-to-be renovated former Waterworks building.

An effort to create a vision of the desired future of Concord was launched under the Mayor's "20/20 Vision" community effort. This will help the City address the coming proposed expansion of the Interstate 93 corridor through downtown Concord and consider key quality of life issues as we enter the new millennium.

Improvements to our physical infrastructure continue as the City completed major intersection improvements on Loudon Road and at Clinton and South Fruit Streets. In addition, we continued to expand the number of miles of road paving and maintenance; replaced, rehabilitated, and improved our water and wastewater systems; and expanded our funding for sidewalk reconstruction.

An important element of our community's quality of life is the affordability of City services. The City Council addressed this by maintaining no increase in the municipal tax rate for the fifth year in row. In addition, they approved the combining of the Planning, Economic Development, the administration of Community Development Block Grants, Codes Administration, and two Engineering departments into a single department named the Community Development Department. This consolidation was undertaken to provide more of a "one-stop-shopping" experience for those wishing to develop and expand the tax base in Concord. In addition, the City Council approved an Affordable Housing Policy that seeks to address the fact that Concord greatly exceeds its documented "fair share" of affordable housing when compared to other municipalities in the region.

Many other improvements, such as the new swimming pool policy and winter emergency parking ban were approved by the City Council, but are too numerous to list here. On behalf of the City's dedicated employee work force, we look forward to generating an even greater "return on investment" for the Concord tax dollar in years to come.

Duncan R. Ballantyne
City Manager

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten Ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, seven recessed and seven special meetings and passed 36 ordinances, 99 resolutions and adopted a \$45.5 million, twelve-month budget covering the fiscal year 7/1/98 to 6/30/99.

Notable

- Maintained for the fifth year a zero percent municipal tax increase.
- Supported improved public safety and a reduction in community violence through the implementation of community-oriented policing and partnerships.
- Implemented the revised employee classification plan.
- Completed the Loudon Road/East Side Drive Intersection Improvements.
- Completed the Clinton/South Fruit Street project.
- Enacted a winter-emergency parking ban.
- Endorsed the Downtown Master Plan.
- Adopted an Affordable Housing Policy.
- Approved the renovation of the former waterworks facility for fire department headquarters and communications center and authorized its design
- Established a swimming pool user policy.
- Adopted a street tree removal policy.
- Voted to support Groundwork/USA Trust Program.
- Voted to proceed with agreement for development and operation of PEG Center.
- Established a capital reserve fund for municipal and regional transportation improvements supported by an additional motor vehicle registration fee.
- Appropriated funds for city hall heating, ventilation, air conditioning and electrical systems renovations.
- Supported House Bill to rename certain bridges located in Concord in honor of Veterans.
- Voted to dissolve the Downtown Concord Revitalization Corporation.
- Endorsed the Mayor's initiative to create a long-range outline entitled a 20/20 Vision for Concord.
- Created the Community Development Department.
- Created new positions: Fire Department Division Commander, Communication Supervisor, Public Safety Educator, Life Safety Officer, EMS/Professional Standards Officer; General Services Department Utility Technician, Wastewater Maintenance Supervisor, Wastewater Operations Supervisor; Police Department Community Service Aide and replaced the Tax Collector position with the Real Estate Tax Accounting Manager position; Business Development Coordinator replaced the Economic Development Director position; and the Assistant City Planner replaced the Assistant Planning Director.
- Code Enforcement, Economic Development, Engineering, and Planning Departments were renamed and re-created as divisions of the newly created Community Development Department.
- Out-going Council member: George Geers

Mayor William J. Veroneau

Councilors-at-Large

Leonard Brochu
Michael Donovan
James McGonigle
James O'Neill

Ward Councilors

- | | |
|------|------------------|
| (1) | Dave Poulin |
| (2) | Dana Lankhorst |
| (3) | Andrew Tarbell |
| (4) | William Potter |
| (5) | Marjory Swope |
| (6) | Douglas Campbell |
| (7) | Paul Halvorsen* |
| (8) | Marilyn Fraser |
| (9) | Katherine Fraser |
| (10) | James Bouley |

**Seated by special election on
September 8, 1998 due to the
resignation of George Geers*

BOARDS AND COMMISSIONS

Beaver Meadow Golf Course Advisory Board

Betty Hoadley
City Councilor James O'Neill
Bob Vachon, Chair
Fran Hunt
Albert "Tinker" Foy
Dave Silva
Jim Kinhan

Board of Assessors

George Bean
Richard Towle

Building Board of Appeals

Gerard R. Blanchette
Thomas P. Avallone, Alternate
Peter J. Welch, Alternate
Clayton Higgins
Richard Burpee, Alternate
Philip Spurr

Conservation Commission

Christopher "Kit" Morgan, Chair
Roderick B. Cyr
Terrence "Terry" Frost
Bruce Gilday
James E. Owers
Edwin Robinson
Marsha L. Turner
Marilyn A. Fraser, City Council
Worthen Muzzey, Alternate
Stephanie Vaine, Alternate

Everett Arena Advisory Board

Kim Arndt
Michael Gfroerer
Obie Barker
Jerry Little
City Councilor Kathy Rogers
City Councilor Paul Halvorsen
Nick Wallner, Chair
Tom Brown
Gerry Blanchette

Heritage Commission

Christopher Carley
Elizabeth Durfee Hengen, Chair
Thomas Avallone
Marian O'Malley Akey
Lorrie Carey
Robert V. Johnson, II
James McConaha, Alternate
Barbara Kuhlman Brown, Plan. Bd.
City Councilor William Potter

Library Board of Trustees

Elizabeth Hamlin-Morin
Frank C. Mevers
Douglas G. Woodward
Eleanor Stark
John C. Ransmeier
Jeffrey Kent
Harriet Vandis
Paula Miner
Susan Leidy
Inez McDermott

Licensing Board

City Manager
Police Chief
Fire Chief

Personnel Appeals Board

Cecile Blakeslee Hartigan
John Sullivan
Ellen Harrison

Planning Board

Gerald L. Drypolcher, Chair
Mark Puffer, Vice Chair
Leon LaFreniere
Barbara Kuhlman Brown
Claudia Boys Walker
John Swope
Gerard R. Blanchette, Alternate
Timothy Golde, Alternate
City Councilor James O'Neill

Recreation and Parks Advisory Board

Richard Skarinka
Mark Swinehart, Vice Chair
Margaret Barry
Joseph Quinn
Dennis Thivierge
Paula Brodeur, Chair
A. Bruce Carri
Susan Erickson
Betsy Bardo
Jean Brissette
City Councilor James Bouley
Bill Whitmore, CSD
Kevin O'Brien, MVSD
Walter Sweet, Honorary Member

Taxicab Licensing Board

City Manager
Police Chief
Planning Director

Trustees of the Trust Fund

Timothy Woodman
Lisa Biklen
Michael T. Aiken
City Treasurer

Zoning Board of Adjustment

Christopher N. Carley, Chair
Christopher Miller
David Gross
Janet Levy
Nicholas Wallner
Leslie J. Ludtke, Alternate
Richard N. Peale, Alternate
Tara Reardon, Alternate
Dennis Tewksbury, Alternate
Tim Thompson, Alternate

SERVICES DIRECTORY

Animal Problems
 Domestic 225-8600
Assessing 225-8550
Auto Registration..... 225-8540
Beaver Meadow
 Golf Course..... 228-8954
Birth Certificates..... 225-8500
Block Parties..... 225-8500
Building &
 Code Services 225-8580
Building Permits 225-8580
Burning Brush
 Fire Permit 225-8514
Bus System/CAT 225-1989
Business Dev 225-8595
Business Licenses 225-8580
Cemetery Info 225-3911
Channel 37
 Access Channel..... 225-8679
Children's Library
 Services..... 225-8680
City Auditorium
 Information 225-8580
City Clerk 225-8500
City Controller 225-8560
City Council
 Meetings 225-8500
City Engineer 225-8520
City Manager 225-8570
City Solicitor..... 225-8505
City Treasurer..... 225-8540
Code Services 225-8580
Community Center 225-8690
Community
 Development..... 225-8510
Concession Stand
 Licensing 225-8580
Concord Public
 Library 225-8670
Concord School
 District 225-0811
Conservation
 Commission 225-8515
Construction Permits . 225-8580
Court Payments
 and Fines..... 271-6400
Crime Prevention..... 225-8600
Data Processing 225-8597
Dead Animals
 in Right of Way 228-2737

Death Certificates 225-8500
Demolition Permits 225-8580
District Court..... 271-6400
Driveway Permits 225-8580
Engineering 225-8520
Everett Arena..... 228-2784
Finance Department 225-8560
Fire Department 225-8650
Fire Prevention 225-8651
Food Service Licensing 225-8580
Friends of Concord
 Public Library..... 225-8670
Friends/Penacook
 Branch Library 753-4441
Garbage Collection..... 228-2737
Garrison Park 225-8690
General Licensing 225-8580
General Services
 Department 228-2737
Grounds Maintenance 228-2737
Hazardous Substances 225-3355
Hazardous Materials
 Disposal..... 271-2902
Heights Pool 225-8690
House Numbers 225-8520
Housing Code..... 225-8580
Housing Inspection..... 225-8580
Ice Arena 228-2784
Insurance Claims 225-8560
Job Openings 225-8535
Juvenile Delinquency
 Prevention..... 225-8600
Kimball Park 225-8690
Landfill 224-0890
Landlord/Tenant Problems... 225-8580
Legal Department 225-8505
Library 225-8670
Library Reference Desk 225-8676
Life Safety Code 225-8580
Maps, City Street..... 225-8595
Marriage Licenses 225-8500
Memorial Field..... 225-8690
Merrill Park 225-8690
Missing Juveniles 225-8600
Motor Vehicle
 Registration 225-8540
Motor Vehicle Titles 225-8540
Motor Vehicle Violations.... 225-8600
Noise Complaints/Day 225-8580
Noise Complaints
 Evening Calls 225-8600

SERVICES DIRECTORY

Oil Recycling..... 224-0890
 Parking Control 225-8600
 Patching Str./Sidewalks.... 228-2737
 Peddlers/Vendors Lic. 225-8580
 Penacook Library Permits 753-4441
 Personnel Department 225-8535
 Planning Department 225-8515
 Playground Programs 225-8690
 Police Non-emergency 225-8600
 Property Assessment 225-8550
 Prosecutor's Office 271-6407
 Potholes 228-2737
 Public Health 225-8580
 Public Properties..... 225-8691
 Public Works (Gen Svc)... 228-2737
 Purchasing Division 225-8530
 Raffle Licensing 225-8580
 Real Estate Taxes 225-8540
 Recreation Department..... 225-8690
 Rental Housing Inspection 225-8580
 Restaurant Inspection 225-8580
 Road Conditions 225-2737
 Rollins Park 225-8690
 Rolfe Park 225-8690
 Rooming Housing-Insp. ... 225-8580
 RV Waste Disposal..... 225-8691
 Sand/Salt Operations 228-2737
 School Board 225-0811
 Septage Waste Disposal ... 225-8691
 Sewer Emergencies 225-8691
 Sidewalks..... 228-2737
 Signs/Sign Code 225-8580
 Signs Street/Traffic..... 228-2737
 Site Development Permits 225-8515
 Solid Waste..... 228-2737
 Special Assessments..... 225-8550
 Special Exceptions-Land.. 225-8580
 Steam Condensate Bills 228-2737
 Stop Signs..... 228-2737
 Street Cleaning 228-2737
 Street Fairs Licensing 225-8580
 Street Light Repair 224-2311
 Street Location..... 225-8600
 Street Maintenance 228-2737
 Street Maps..... 225-8595
 Street Numbers 225-8520
 Street Sweeping 228-2737
 Street Trees..... 225-8515
 Subdivision Regs 225-8580

Swimming Pools
 Private..... 225-8580
 Swimming Pools
 Public..... 225-8690
 Tax Bills 225-8540
 Tax Maps..... 225-8550
 Tax Collection Office..... 225-8540
 Taxicab Inspection &
 Licensing 225-8580
 Tennis Courts 225-8690
 Tire Recycling 224-0890
 Titles, Vehicles 225-8540
 Traffic Lights..... 225-8667
 Traffic Lights
 Evening Calls 225-2545
 Traffic Signs 228-2737
 Traffic Sign Request..... 225-8520
 Trash Collection 228-2737
 Tree Branches
 Spraying..... 228-2737
 Tree Planting Prog..... 225-8515
 Underground Storage
 Tanks 225-8651
 Variances 225-8580
 Vendors, Mobile Food
 License..... 225-8580
 Voter Registration 225-8500
 Wastewater Treatment
 Plant..... 225-8691
 Water/Sewer Bills 225-8540
 Water Treatment
 Plant..... 225-8696
 Welfare
 (Human Services)..... 225-8575
 White Park 225-8690
 Wild Animals
 Complaints 223-6832
 Winter Storm
 Emergency..... 228-2737
 Yard Sale Permits 225-8580
 Zoning 225-8580

DEPARTMENT DIRECTORY

Administration

City Manager Duncan Ballantyne225-8570
 Assistant City Manager Frederick Enderle

Assessing

Dir. of Real Est. Assessments Michael Fedele225-8550

Community Development

Director Thomas Aspell225-8515
 Community Planning225-8515
 Business Development225-8595
 Building and Code Services225-8580
 Engineering Services.....225-8520

Finance

Director James R. Howard225-8560
 Treasurer Mary Ellen Emmerling.....225-8540
 Real Estate Tax Accounting Manager.....225-8540
 Purchasing Agent225-8530

Fire 35 Green Street

Chief John Dionne.....225-8650

General Services 311 N. State Street

Director John Forrestall.....228-2737

Human Services 247 Pleasant Street

Director Joan Callahan225-8575

Legal

City Solicitor Paul Cavanaugh225-8505

Library, 45 Green Street

Director Louis Ungarelli225-8670

Personnel

Director Norm O'Neil225-8535

Police 35 Green Street

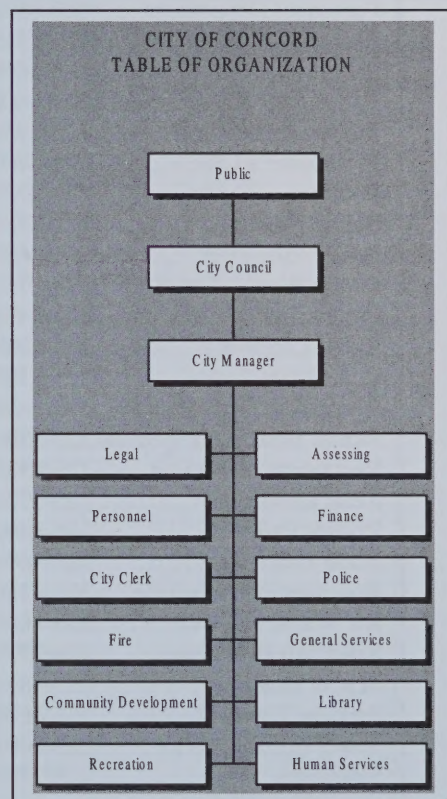
Chief William Halacy225-8600

Records

City Clerk Sharon Dery225-8500

Recreation

Director Carolyn Tracy225-8690



ASSESSING DEPARTMENT

The Assessing Department is responsible for property valuation-assessments, tax exemptions, abatements, current-use assessments and property ownership and tax maps. The 93% ratio represents the level of assessments as compared to current market values. Revenue received by the City for other tax programs and administered by the Department totaled \$378,866.

Facts and Figures

Building permits measured/listed	510
Abatement adjudicated	850
Sales reviews conducted	600
New parcel reviews conducted	100
New construction reviews conducted	80
Appeals 1998 tax year	30
Building permit/inspections.....	+/-300
Field reviews	500
Deed transfers received.....	1,486
Equalization Ratio	93%
Tax base.....	\$1,589,679,700

1999 Tax Rate		
	Concord	Penacook
Municipal.....	\$11.18	\$11.18
School.....	25.00	23.89
County	2.31	2.31
Total	\$38.49	\$37.38

Assessing Department figures are based upon the tax year, April 1, 1998 - March 31, 1999.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

- Community Development reorganization combined Planning, Engineering, Economic Development, Code Administration, General Services Construction and Plans Division, Conservation Commission and Forestry.
- Completed definition of departmental responsibilities with Fire Department, Finance Department and General Services.
- Rewrote job descriptions for positions which have different responsibilities as part of the reorganization.
- Worked with Administration to develop reorganization space plan which meets the needs of the divisions within the department.
- Developed, in coordination with the Finance Director and Administration, a revised budget structure for the newly created department.
- Received \$320,000 Community Development Block Grant for Camp Spaulding.

Notable-Community Planning

- Completed Concord Parking Shuttle Policy and Operation Feasibility Study and developed a downsized project at Memorial Field with conceptual parking expansion plan and cost estimates and obtained grant to reduce the cost of the study by 50%.

COMMUNITY DEVELOPMENT DEPARTMENT-CONT.

- Completed a Level 2 Environmental Site Assessment for the former Allied (Side Division) Tannery property Village under the EPA Brownfield Pilot program.
- Prepared work program, retained a consultant team, and commenced the Impact Fee Study.
- Development projects for inclusion in the Regional Transportation Improvement Plan and for inclusion in the State Transportation Improvement Plan.
- Completed review by the Community Zoning Advisory Committee of the first draft of the revised Zoning Ordinance.
- Completed Traffic Cost Allocation Cost Matrix for small office, industrial and warehouse projects.
- Submitted and received a Brownfield Revolving Loan Fund Grant to assist private owners clean up site in Concord with NH Department of Environmental Services taking the lead role.
- Coordinated development review on the following major projects: Target, Wal-Mart expansion, Marshall's, elderly housing at Page Belting, assisted living facilities at Concord Hospital and Borough Road, and residential projects on Portsmouth Street, Primrose Lane, Fisherville Road and Second Street.

Business Development

- Assisted Tannery in receiving Brownfield Study, tax abatement, zoning change, and subdivision.
- Assisted Extended Care Facility, Concord Hospital, Granite State Independent Living Foundation, NH Higher Ed. Asst., Delta Dental, H.L. Turner, Whittemore-Sweeps. Comm., Opechee – NHDRA, Target Store, Marshall's, Fairfield Inn, Home Depot, PETCO, Borders, Secure Care, Mellen Co., expansion of Concord Litho & Wal-Mart Food Stores, O.D. Hopkins, & Stowe-Woodard.
- Tax Increment Finance District Development Plan drafted for the North End Opportunity Corridor.
- Negotiations completed for the development agreement for a hotel and conference center.
- Completed EDAC recommendation for implementing Garvins Falls Plan including Rte. 106 to I-89 in CNHRPC 10-year TIP.

Building and Code Services

- Completed plan reviews and inspections for 1,640 building, electrical, mechanical and plumbing permits.
- Processed 300 fire-prevention, driveway and street encumbrance permits.
- Reviewed, scheduled and processed 75 zoning cases, including appeals for 28 special exceptions and 95 variances.
- Prepared zoning ordinance amendment to improve the review process and increase the opportunity for telecommunications services.
- Inspected and licensed activities and vendors for 39 events and 43 road races and walk-a-thons.
- Inspected and licensed 304 food service establishments.
- Inspected 315 rental dwelling units including 209 federally subsidized units and performed 285 follow-up inspections
- Inspected and licensed 22 rooming houses, hotels and motels with 623 rooming units.

Engineering Services

- Provided staff support to E-911 Committee to refine street numbering and naming system.
- Provided administration and inspection for privately funded public improvements: East Ridge Estates, Primrose Concord Hospital Assisted Living Facility, Concord Woods, Deer Track Lane.
- Provided staff support in overseeing citywide impact fee study.

Conservation Commission

- Acquired the Chamberlin Property on Oak Hill.
- Improvements made to the trail system.
- Tree volunteers became an official subcommittee of Conservation Commission.

COMMUNITY DEVELOPMENT DEPARTMENT-CONT.

Forestry Program

- Blazed and painted the boundary lines on the Broad Cove Lot; reset the missing boundary corner on the Weir Road Lot and painted the boundary lines; painted the boundaries on the Penacook Lake Watershed and Oak Hill Lots; conducted the initial boundary and deed research on the Frost Road Lot; completed the survey of the Chamberlin Lot, set the corner and blazed the boundary lines; boundary line agreement on Oak Hill Lot with Mr. Blake; blazed and painted S. Curtisville Road/Broken Ground Lot boundaries.
- Annual maintenance performed on trails located in the Contoocook River Park, Horse Hill Cemetery Lot, Weir Road Lot, Stevens Lot, Broad Cove/Lehtinen Lot, Riley Lot and Oak Hill Lot and built a 16-foot bridge over Hackett Brook on the Riley Lot.
- Completed clean up of the Contoocook River Park timber sale, cruised the Quarry Lot and developed a forest management plan for this lot, developed a forest management plan for the Broad Cove Lot, forest access road at Penacook Lake was "brush-hogged," conducted annual inspection of the Penacook Lake Forest access road, cruised the Hooksett Turnpike Lot and developed a forest management plan for this lot, and developed a forest management plan for the Walker Lot.

FINANCE DEPARTMENT

The Finance Department creates and manages a dynamic fiscal structure by promoting fiscal strength and self-reliance, ensuring fiscal security and accountability.

Notable

Control and Treasury Division

- Coordinated citywide health insurance program review.
- Initiated a Y2K Compliance Program.
- Developed and implemented an accounting structure for the new Community Development Department.
- Responded successfully to six of eight 1997 management letter findings.
- Participated in school funding legislative activity.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the government Finance Officers Association (GFOA) for the City's 1998 Comprehensive Annual Financial Report (CAFR).
- Closed the City's books for fiscal year 1998 one month earlier than in previous years, thereby providing departments with more timely budget information.

The Purchasing Division

- Implemented new purchasing bid limits adopted by ordinance.

The MIS Division

- Completed Phase II of hardware/software upgrade.
- Expanded GIS user application base.
- Completed installation of Internet service within city operating agencies.
- Expanded GIS Master Plan.
- Developed an interim disaster recovery plan.

FIRE DEPARTMENT

The Fire Department serves to protect the lives and safety of the citizens by providing fire prevention and education, response to fire and medical emergencies, as well as other emergency assistance requests and to maintain the municipal fire alarm and traffic signal system.

Facts and Figures

Incidents.....	5,146
Percent BLS response within 4 minutes.....	80
Percent fire response within 4 minutes.....	70
Patients handled	3,103
Pre-incident plans completed.....	16
Inspectors/surveillance completed.....	1,340
Alarm system services provided.....	760

Notable

- E-911 call coding was successfully integrated into emergency dispatching function for the entire Mutual Aid System.
- New ALS level rescue unit was placed in service.
- Responded to and rescued snowmobiler who had fallen through the ice on Turkey Pond.

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure

Including its roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, parks, cemeteries, ice arena, golf course, and motor fleet.

Notable

- Negotiated new solid waste contracts for curbside, containerized and downtown dumpster services.
- Implemented rate increase for water and wastewater.
- Two positions eliminated in sewer and eleven positions transferred from General Services Administration to the newly created Community Development Department.

Highway and Utility Systems Division

- One construction inspector position transferred to Community Development Department.
- Rehabilitated ditches and shoulders alongside pavement reclamation/base stabilization projects on Dunbarton Road, Shawmut Street, Shaker Road, Hoit Road, Portsmouth Street, and South Curtisville Road.
- Cold planed and overlaid sections of South Street, State Street, South Spring Street, and West Street. Utilized asphalt grinding from projects to construct a parking lot at Russell Martin Park and improve roadways on Birch Street, Via Tranquilla and Ferrin Road.
- Installed new sidewalks on State Street from the State Prison to Rumford Street.

Grounds Division

- Road system repaved at Pine Grove Cemetery in East Concord.
- Major road system re-paving completed at Blossom Hill Cemetery.
- Drainage and fencing improvements installed at Memorial Field.
- Playground equipment upgrades initiated at Rollins, Rolfe, Garrison, Merrill and Heights Parks.
- Completed interior rehabilitation in Blossom Hill Chapel.
- Rebuilt Heights Park Little League Field.

GENERAL SERVICES DEPARTMENT-CONT.

Public Properties Division

- Completed City Hall HVAC installation. (Heating/Air conditioning)
- Renovated 247 Pleasant Street and relocated the Human Services Department.
- Repaired and cleaned Human Services Department offices following fire.
- Replaced overhead doors at Police Department garage.
- Water pump at Eagle Square Fountain replaced.

Airport

- With FAA grant assistance, purchased front-end loader and ten-wheel truck to improve snow removal productivity.
- Obtained FAA grant to purchase ten-wheel truck.

Golf Course

- Updated rate structure.
- Painted the exterior of the clubhouse.
- Utilized reclaimed pavement material to upgrade 1,100 feet of the cart path system.
- Converted 2.5 acres of fairways 8 and 9 to bent grass.
- Replaced cart storage barn that was destroyed by fire in May 1998.

Water & Sewer

- Completed design of permanent chemical feed equipment for disinfection and corrosion control.
- Completed engineering assessment of Penacook Lake Dam.
- Completed design and began construction of sewer on Hutchins Street.
- Completed design phase of odor control improvements to the headwork's area at Hall Street Waste Water Treatment Plant.

HUMAN SERVICES DEPARTMENT

The Human Services Department relieves and maintains Concord's economically disadvantaged citizens by providing basic food, shelter, and medical assistance until they are eligible for other public benefit programs.

Notable

- Worked with the State of New Hampshire to seek Welfare efficiencies through a common database and network.
- Participated in the pilot project for the State of NH Electronic Benefit Transfer.
- Participated in the distribution of \$21,000 from FEMA (Federal Emergency Management Administration) to food pantries and soup kitchens.
- Organized the "Gift of Sight" for economically disadvantaged children with the assistance of Lens Crafters.
- Relocated to 247 Pleasant Street.

Facts and Figures

Liens/SSI interim assistance.....	\$20,000
Medicaid reimbursements	\$30,000
Work program hours	2,000
Total shelter referrals	550
Total appointments	13,000
Total separate clients	4,500
Total assisted clients.....	3,000
Total property taxes paid	\$15,000

LEGAL DEPARTMENT

The Legal Department has two missions. These missions are defined by statutory and common law. In the State of New Hampshire, a municipality has only those powers granted to it by the Legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to insure that all actions of the City are within the powers granted to it by the Legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City.

Notable

- Prosecutor's Office maintained a 90 percent conviction rate for DWI cases.
- Worked with General Services Department in preparing and rewriting the sewers and drains ordinance.
- Incorporated supplement number 11 to the Code of Ordinances.

Facts and Figures

Tax Lien Mortgages (Research at Registry)	800
Tax Deed-Mortgages (Research at Registry)	200
Tax Title Searches for Property to be Deeded	15
City Dept./Board Requests for Legal Services	630
Bankruptcy Matters (Claims/Monitoring)	75
Concord Criminal Dispositions and Hearings	9,340
Loudon Criminal Dispositions and Hearings	448
Bow Criminal Dispositions and Hearings	249
Concord Juvenile Dispositions and Hearings	740
Loudon Juvenile Dispositions and Hearings	45
Concord Administrative License Suspensions	120
Jury Trials	10
Probate Court Civil Committals	1

LIBRARY DEPARTMENT

The Library provides informational, cultural, educational and recreational resources and services to the people of Concord. The Library cooperates with other libraries and educational, cultural, community and municipal agencies and institutions.

Facts and Figures Main Library

Total items circulated	288,328
Average circulation/hour	81.5
Annual patron count	206,331
Reference questions answered	80,301
Children's programs	167
Number of attendees	4,200
Items used in-house	157,300
Volunteer hours	788.5
Technology Use Hours Children	1,284
Adult	5,174

Facts and Figures Penacook Branch

Total items circulated	16,464
Average circulation/hour	15.1
Children's programs	44
Number of attendees	459

Notable

- Concord Public Library received second year funding in the amount of a \$4,460 grant from the NH Charitable Foundation to maintain Foundation Resource Collection and to purchase a personal computer and also received a \$32,000 grant from the Alice J. Reen Charitable Trust to purchase a self-check unit for patrons to check out books and videos.
- Completed ADA Improvements to the Library's restrooms.
- Increased public awareness to information on electronic formats through the Internet and CD-ROM databases by adding two more workstations, for a total of four in the Ruth May Technology Room.

PERSONNEL DEPARTMENT

The Personnel Department provides comprehensive employee-related support for all City departments. 1998-1999 highlights include: continued departmental participation on Team Based Improvement Process; continued departmental participation in the MIS Users' Group; participation on Beneflex Review Team; implemented comprehensive supervisory training program; coordinated the efforts of the City in completion of Classification and Compensation Study; negotiated and ratified contracts with AFSCME, CPPA, IAFF 1045, UAW and IAFF 3195.

Notable

- The department provided daily assistance to departments in processing personnel actions, recruitment activities, benefits/leave administration, resolving employee complaints/grievances and responding to customer and departmental inquiries in a timely and courteous manner.

Facts and Figures

Personnel actions processed	545
Job positions advertised	83
Employee applications processed:	
Given	2,500
Received	2,224
New employees hired (FT).....	66
Employees promoted.....	35
Resignations (FT).....	37
Retirements.....	13

POLICE DEPARTMENT

Notable

- Increased employee recognition by the establishment of a TBCI team which conducted the first Concord Police Department Employee Recognition Day and provided the first Civilian of the Year Award to a non-sworn department member.
- Conducted the first Concord Police Department Citizen Police Academy.
- Employed volunteer graduates of the Citizen Police Academy in a number of areas of the Department.
- Secured funding from the U.S. Dept. of Justice for Community Service Aides to provide a cost-effective means for responding to citizen calls for service not requiring a sworn police officer.
- Reduced domestic assaults by 6%.
- Installed computer-mapping technology to assist in the identification of crime trends.
- Digital parking meters installed downtown.

Facts and Figures

Total Calls for Service	33,709
Part I Crimes	1,775
Murder.....	1
Rape	28
Robbery.....	16
Aggravated Assault.....	29
Burglary	220
Larceny	1,385
Auto Theft.....	81
Arson.....	15
Part II Crimes	7,695
Assault.....	524
Criminal Mischief.....	879
Sex Offenses	106
Drug Offenses	256
Disorderly Conduct.....	3,269
Criminal Trespass	104
Criminal Threatening	250
Non-criminal Calls.....	24,239
Traffic Summonses	3,206
DWI Arrests	202
Traffic Accidents	2,104

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- Prepared policy to improve efficiency of communication between departments and the City Council.
- Drafted departmental records management plan.
- Began the initial phases of the State's Vision 2000 Vital Records Program.
- Improved ordinance retrieval process.
- Provided improved document access by adding voter registration file to the computerized public access file.
- Provided support to Kids Vote Campaign.
- Eliminated separate same day registration affidavit by redesigning voter registration card; thereby expediting same day registration process at the polling locations.

Facts and Figures

Births Recorded	1,361	Deaths Recorded.....	676
Marriages Recorded.....	375	UCC's Recorded	1,440
Certified Records Issued.....	5,500	Dogs Licensed	3,406

RECORDS-CONT.

Elections

The City Clerk's Office conducted a State Primary and Special Ward 7 Municipal Election in September of 1998 and a State General Election in November of 1998. The City Clerk's Office provided early morning voting for registered voters who were leaving the City prior to 8:00 a.m.

September 1998 Election Turnout

	Dem	Rep	Und	Total	Voter Turnout %	
1	632	779	850	2261	323	14
2	681	747	838	2266	222	09
3	604	672	471	1747	345	19
4	1050	847	874	2771	434	15
5	901	1048	683	2632	491	18
6	798	687	694	2179	234	10
7	854	1071	621	2546	608	23
8	604	813	670	2087	295	14
9	660	956	663	2279	319	13
10	792	1248	973	3013	595	19
	7576	8868	7337	23781	3966	16

November 1998 Election Turnout

	Dem	Rep	Und	Total	Voter Turnout %	
1	634	786	868	2288	1094	47
2	687	745	853	2285	899	39
3	601	662	474	1737	974	56
4	1056	857	889	2802	1315	46
5	917	1064	694	2675	1377	51
6	804	694	700	2198	888	40
7	875	1091	613	2579	1520	58
8	605	819	680	2104	936	44
9	672	980	667	2319	923	39
10	793	1279	973	3,045	1735	56
	7644	8977	7411	24032	6,273	48

RECREATION DEPARTMENT

The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department schedules the City's four community centers and 33 outdoor athletic fields.

Notable

- Supported TBCI objectives by serving on numerous TBCI Teams including Wellness, Customer Service, Communications, Multi Department Strategy and Special Events Team.
- Offered expanded aquatic programs at White Park and Rollins Swimming pools.
- Increased programming for teens by adding eight new programs in the past year.
- A new partnership was developed with Girls, Inc. to make better use of the Green Street Community Center, which has met an after school daycare need and produced significant revenue in rental fees.
- Offered six new programs for preschool aged children, families and adults.
- Expanded the Concord Area Youth Group to include Police, Library and Girls, Inc. representatives.
- Completed an analysis of youth program needs in collaboration with the Police Chief.
- Responded to swimming pool issues by working with the Recreation and Park Advisory Committee and City Council to establish a non-resident fee use policy.

Facts and Figures

Swimming pool attendance	36,430
Number of pool passes recorded	8,980
Scholarships awarded to children	169
Telephone calls for information	8,905
Facility permits issued	7,777
Recreation program participants	53,618



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

Honorable Mayor and City Council
City of Concord, New Hampshire

We have audited the accompanying general purpose financial statements of the City of Concord, New Hampshire as of June 30, 1999 and for the fiscal year then ended. These general purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the City of Concord, New Hampshire, as of June 30, 1999 and the results of its operations, and cash flows of its proprietary and similar trust fund types for the fiscal year then ended in conformity with generally accepted accounting principles.

The year 2000 supplementary information on page 54 is not a required part of the basic financial statements but is supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and do not express an opinion on it. In addition, we do not provide assurance that the City is or will become year 2000 compliant, that the City's year 2000 remediation efforts will be successful in whole or in part, or that parties with which City does business are or will become year 2000 compliant.

Additional Offices:

Greenfield, MA • Ellsworth, ME • Andover, MA

Our audit was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The supplementary statements, schedules and statistical tables listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the City of Concord, New Hampshire. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 7, 1999

Combined Financial Statements - Overview

The financial statements provide a summary overview of the financial position of all funds and account groups and of the operating results by fund types. They also serve as an introduction to the more detailed statements and schedules that follow.

CITY OF CONCORD, NEW HAMPSHIRE
Combined Balance Sheet - All Fund Types and Account Groups
June 30, 1999

	Governmental Fund Types			
	General Fund	Special Revenue Funds	Capital Project Funds	Debt Service Fund
ASSETS AND OTHER DEBITS				
Cash and cash equivalents	\$ 18,908,021	\$ 2,003,012	\$ 3,772,120	\$ 319,327
Investments	-	-	-	-
Taxes receivable	2,283,503	-	-	-
Accounts receivable	128,020	417,410	-	-
Loans receivable	-	716,610	-	-
Interest receivable	478,319	-	-	-
Due from other funds	1,684,506	-	-	-
Due from other governments	-	-	-	-
Inventory	-	-	-	-
Other assets	17,213	-	-	-
Fixed assets	-	-	-	-
Amounts available from debt service fund	-	-	-	-
Amounts to be provided for retirement of general long-term debt	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets and Other Debits	<u>\$ 23,499,582</u>	<u>\$ 3,137,032</u>	<u>\$ 3,772,120</u>	<u>\$ 319,327</u>
LIABILITIES, EQUITY, AND OTHER CREDITS				
Liabilities:				
Accounts payable	\$ 286,482	\$ 39,378	\$ 527,504	\$ -
Retainage payable	-	-	182,351	-
Other liabilities	315,240	256	-	-
Deferred revenue	860,183	716,610	-	-
Payments collected in advance	-	14,272	-	-
Taxes collected in advance	11,651,461	-	-	-
Tax refunds payable	312,034	-	-	-
Due to other funds	-	138,567	137,501	-
Due to other governments	18,287	-	-	-
Capital leases payable	-	-	-	-
Accrued employee benefits	-	-	-	-
General obligation debt	-	-	-	-
Estimated landfill closure and postclosure liability	-	-	-	-
	<u>13,443,687</u>	<u>909,083</u>	<u>847,356</u>	<u>-</u>
Total Liabilities	13,443,687	909,083	847,356	-
Equity and Other Credits:				
Contributed capital	-	-	-	-
Retained earnings (deficits)	-	-	-	-
Investment in general fixed assets	-	-	-	-
Fund balances (deficits):				
Reserved for encumbrances	520,472	36,198	-	-
Reserved for endowments	-	-	-	-
Reserved for tax stabilization	3,000,000	-	-	-
Unreserved:				
Designated	2,541,015	-	-	-
Undesignated	<u>3,994,408</u>	<u>2,191,751</u>	<u>2,924,764</u>	<u>319,327</u>
Total Equity and Other Credits	<u>10,055,895</u>	<u>2,227,949</u>	<u>2,924,764</u>	<u>319,327</u>
Total Liabilities, Equity, and Other Credits	<u>\$ 23,499,582</u>	<u>\$ 3,137,032</u>	<u>\$ 3,772,120</u>	<u>\$ 319,327</u>

The accompanying notes are an integral part of the financial statements.

Proprietary Fund Types		Fiduciary Fund Types Trust and Agency Funds	Account Groups		Total (Memorandum Only)
Enterprise Funds	Internal Service Fund		General Fixed Assets	General Long- Term Debt	
\$ 7,481,496	\$ 114,901	\$ 4,873,821	\$ -	\$ -	\$ 37,472,698
-	-	21,715,473	-	-	21,715,473
-	-	-	-	-	2,283,503
981,421	6,274	-	-	-	1,533,125
-	-	-	-	-	716,610
-	-	119,416	-	-	597,735
-	-	-	-	-	1,684,506
2,525,903	-	-	-	-	2,525,903
42,559	148,946	-	-	-	191,505
-	-	-	-	-	17,213
88,203,533	495,914	-	35,682,644	-	124,382,091
-	-	-	-	200,000	200,000
-	-	-	-	23,897,188	23,897,188
<u>\$ 99,234,912</u>	<u>\$ 766,035</u>	<u>\$ 26,708,710</u>	<u>\$ 35,682,644</u>	<u>\$ 24,097,188</u>	<u>\$ 217,217,550</u>
\$ 639,668	\$ 52,617	\$ -	\$ -	\$ -	\$ 1,545,649
161,033	-	-	-	-	343,384
419,261	-	771,833	-	-	1,506,590
132,074	-	-	-	-	1,708,867
-	-	-	-	-	14,272
-	-	-	-	-	11,651,461
-	-	-	-	-	312,034
24,452	-	1,383,986	-	-	1,684,506
-	-	3,555,913	-	-	3,574,200
46,225	-	-	-	71,717	117,942
200,299	36,918	-	-	1,568,681	1,805,898
22,366,210	-	-	-	21,676,790	44,043,000
-	-	-	-	780,000	780,000
23,989,222	89,535	5,711,732	-	24,097,188	69,087,803
53,745,236	1,264,294	-	-	-	55,009,530
21,500,454	(587,794)	-	-	-	20,912,660
-	-	-	35,682,644	-	35,682,644
-	-	-	-	-	556,670
-	-	7,288,198	-	-	7,288,198
-	-	-	-	-	3,000,000
-	-	-	-	-	2,541,015
-	-	13,708,780	-	-	23,139,030
<u>75,245,690</u>	<u>676,500</u>	<u>20,996,978</u>	<u>35,682,644</u>	<u>-</u>	<u>148,129,747</u>
<u>\$ 99,234,912</u>	<u>\$ 766,035</u>	<u>\$ 26,708,710</u>	<u>\$ 35,682,644</u>	<u>\$ 24,097,188</u>	<u>\$ 217,217,550</u>

CITY OF CONCORD, NEW HAMPSHIRE
Combined Statement of Revenues, Expenditures
and Changes in Fund Equity
All Governmental Fund Types and Expendable Trust Funds

For the Fiscal Year Ended June 30, 1999

	Governmental Fund Types			
	General Fund	Special Revenue Funds	Capital Project Funds	Debt Service Fund
Revenues:				
Taxes	\$ 22,789,201	\$ -	\$ -	\$ 29,707
Licenses and permits	495,037	-	-	-
Intergovernmental	2,396,194	1,265,643	159,682	-
Charges for services	2,055,138	841,814	-	-
Investment income	936,242	92,411	-	29,523
Contributions	-	-	-	-
Miscellaneous	636,884	304,011	15,000	-
Total Revenues	<u>29,308,696</u>	<u>2,503,879</u>	<u>174,682</u>	<u>59,230</u>
Expenditures:				
Current:				
General government	2,711,136	1,150,564	-	-
Public safety	10,991,299	-	-	-
General services	4,952,292	-	-	-
Planning and development	1,098,107	-	-	-
Leisure and information services	1,705,104	-	-	-
Human services	1,014,381	-	-	-
Employee benefits	273,052	-	-	-
Miscellaneous	331,799	-	-	-
Debt service:				
Principal	1,858,630	75,500	-	285,000
Interest	949,524	34,317	-	17,868
Capital outlay	347,450	917,941	2,706,745	-
Total Expenditures	<u>26,232,774</u>	<u>2,178,322</u>	<u>2,706,745</u>	<u>302,868</u>
Excess (deficiency) of revenues over expenditures	3,075,922	325,557	(2,532,063)	(243,638)
Other Financing Sources (Uses):				
Bond proceeds	-	-	3,330,000	-
Operating transfers in	1,178,081	168,092	2,021,731	-
Operating transfers out	(4,928,788)	(200,895)	-	(500,000)
Total Other Financing Sources (Uses)	<u>(3,750,707)</u>	<u>(32,803)</u>	<u>5,351,731</u>	<u>(500,000)</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(674,785)	292,754	2,819,668	(743,638)
Fund Equity, beginning	<u>10,730,680</u>	<u>1,935,195</u>	<u>105,096</u>	<u>1,062,965</u>
Fund Equity, ending	<u>\$ 10,055,895</u>	<u>\$ 2,227,949</u>	<u>\$ 2,924,764</u>	<u>\$ 319,327</u>

The accompanying notes are an integral part of the financial statements.

<u>Fiduciary Fund Types Expendable Trust Funds</u>	<u>Total (Memorandum Only)</u>
\$ -	\$ 22,818,908
-	495,037
-	3,821,519
-	2,896,952
742,688	1,800,864
266,144	266,144
-	955,895
<u>1,008,832</u>	<u>33,055,319</u>
-	3,861,700
-	10,991,299
-	4,952,292
-	1,098,107
-	1,705,104
-	1,014,381
-	273,052
87,432	419,231
-	2,219,130
-	1,001,709
-	3,972,136
<u>87,432</u>	<u>31,508,141</u>
921,400	1,547,178
-	3,330,000
3,401,720	6,769,624
<u>(1,262,506)</u>	<u>(6,892,189)</u>
<u>2,139,214</u>	<u>3,207,435</u>
3,060,614	4,754,613
<u>10,648,166</u>	<u>24,482,102</u>
\$ <u><u>13,708,780</u></u>	\$ <u><u>29,236,715</u></u>

CITY OF CONCORD, NEW HAMPSHIRE
Combined Statement of Revenues, Expenditures
and Other Financing Sources and Uses - Budget and Actual
General Fund and Special Revenue Funds

For the Fiscal Year Ended June 30, 1999

	General Fund		
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Favorable (Unfavorable)</u>
Revenues:			
Taxes	\$ 21,451,800	\$ 22,115,628	\$ 663,828
Licenses and permits	529,140	495,037	(34,103)
Intergovernmental	2,421,840	2,396,193	(25,647)
Charges for services	1,950,290	2,055,137	104,847
Investment income	650,000	936,242	286,242
Miscellaneous	500,740	583,862	83,122
Total Revenues	27,503,810	28,582,099	1,078,289
Expenditures:			
General government	2,792,420	2,726,242	66,178
Public safety	11,035,890	10,981,040	54,850
General services	6,447,280	6,229,353	217,927
Planning and development	1,252,451	1,106,511	145,940
Leisure and information services	1,739,110	1,703,147	35,963
Human services	1,117,630	1,012,781	104,849
Employee benefits	437,800	216,852	220,948
Capital outlay	188,997	174,884	14,113
Debt service	2,985,190	2,799,378	185,812
Miscellaneous	467,182	310,161	157,021
Total Expenditures	28,463,950	27,260,349	1,203,601
Other Financing Sources (Uses):			
Operating transfers in	1,289,930	1,236,649	(53,281)
Operating transfers out	(3,679,790)	(3,651,710)	28,080
Budgetary use of fund balance	3,350,000	3,350,000	-
Total Other Financing Sources (Uses)	960,140	934,939	(25,201)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ 2,256,689	\$ 2,256,689

The accompanying notes are an integral part of the financial statements.

Annually Budgeted Special Revenue Funds		
<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Favorable (Unfavorable)</u>
\$ -	\$ -	\$ -
-	-	-
5,400	13,320	7,920
389,400	438,148	48,748
10,000	35,470	25,470
<u>354,610</u>	<u>303,747</u>	<u>(50,863)</u>
759,410	790,685	31,275
1,076,480	799,417	277,063
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
<u>-</u>	<u>-</u>	<u>-</u>
1,076,480	799,417	277,063
144,830	144,830	-
(54,760)	(54,760)	-
<u>-</u>	<u>-</u>	<u>-</u>
90,070	90,070	-
<u>\$ (227,000)</u>	<u>\$ 81,338</u>	<u>\$ 308,338</u>

CITY OF CONCORD, NEW HAMPSHIRE
Combined Statement of Revenues, Expenses and Changes
In Retained Earnings/Fund Equity -
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1999

	<u>Proprietary Fund Types</u>		<u>Fiduciary</u> <u>Fund Types</u>	<u>Total</u> <u>(Memorandum</u> <u>Only)</u>
	<u>Enterprise</u>	<u>Internal</u> <u>Service</u>	<u>Non-Expendable</u> <u>Trust</u>	
Operating Revenues:				
Charges for services	\$ 10,503,334	\$ 685,467	\$ -	\$ 11,188,801
Contributions	-	-	60,777	60,777
Investment income	-	-	821,705	821,705
Miscellaneous	48,867	242	-	49,109
Total Operating Revenues	10,552,201	685,709	882,482	12,120,392
Operating Expenses:				
Depreciation	2,013,474	102,069	-	2,115,543
Administration	2,132,399	624,642	-	2,757,041
Collection	787,692	-	-	787,692
Treatment facility/plant operations	2,330,127	-	-	2,330,127
Water supply	163,916	-	-	163,916
Distribution	318,503	-	-	318,503
Miscellaneous	112,551	-	14,552	127,103
Disposal	1,737,355	-	-	1,737,355
Total Operating Expenses	9,596,017	726,711	14,552	10,337,280
Operating Income (Loss)	956,184	(41,002)	867,930	1,783,112
Nonoperating Revenue (Expenses):				
Interest expense	(1,016,066)	-	-	(1,016,066)
Investment income	260,125	-	-	260,125
Intergovernmental revenue	260,283	-	-	260,283
Total Nonoperating Revenue (Expenses)	(495,658)	-	-	(495,658)
Net Income (Loss) Before Operating Transfers	460,526	(41,002)	867,930	1,287,454
Operating transfers in	1,108,986	100,000	-	1,208,986
Operating transfers out	(803,200)	-	(283,221)	(1,086,421)
Total Operating Transfers	305,786	100,000	(283,221)	122,565
Net Income	766,312	58,998	584,709	1,410,019
Depreciation on fixed assets acquired with contributed capital	888,675	-	-	888,675
Increase in Retained Earnings/Fund Equity	1,654,987	58,998	584,709	2,298,694
Retained Earnings/Fund Equity (Deficit), beginning	19,845,467	(646,792)	6,703,489	25,902,164
Retained Earnings/Fund Equity (Deficit), ending	\$ 21,500,454	\$ (587,794)	\$ 7,288,198	\$ 28,200,858

The accompanying notes are an integral part of the financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
Combined Statement of Cash Flows
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1999

	<u>Proprietary Fund Types</u>		<u>Fiduciary Fund Types</u>	<u>Total (Memorandum Only)</u>
	<u>Enterprise</u>	<u>Internal Service</u>	<u>Non-Expendable Trust</u>	
Cash Flows From Operating Activities:				
Operating income (loss)	\$ 956,184	\$ (41,002)	\$ 867,930	\$ 1,783,112
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	2,013,474	102,069	-	2,115,543
Investment income	-	-	(821,705)	(821,705)
(Increase) decrease in:				
Accounts receivable	(100,821)	(2,325)	-	(103,146)
Inventory	23,659	12,834	-	36,493
Other assets	9,656	-	-	9,656
Due from other governments	35,211	-	-	35,211
Interest receivable	-	-	(1,483)	(1,483)
Increase (decrease) in:				
Accounts payable	(19,681)	28,723	-	9,042
Retainage payable	562	-	-	562
Other liabilities	8,675	-	-	8,675
Deferred revenue	(27,477)	-	-	(27,477)
Accrued vacation benefits	(11,030)	483	-	(10,547)
Net Cash (Used for) Provided by Operating Activities	2,888,412	100,782	44,742	3,033,936
Cash Flows From (For) Noncapital Financing Activities:				
Increase/decrease in due to other funds	-	-	(126,080)	(126,080)
Increase/decrease in advance from other funds	(23,069)	-	-	(23,069)
Intergovernmental revenue	260,283	-	-	260,283
Operating transfers out to other funds	(803,200)	-	(283,221)	(1,086,421)
Operating transfers in from other funds	1,108,986	100,000	-	1,208,986
Net Cash Provided by (Used for) Noncapital Financing Activities	543,000	100,000	(409,301)	233,699
Cash Flows From (For) Capital and Related Financing Activities:				
Acquisition and construction of capital assets	(3,686,138)	(353,070)	-	(4,039,208)
Principal paid on outstanding bonds	(2,395,870)	-	-	(2,395,870)
Proceeds from the issuance of bonds	6,932,000	-	-	6,932,000
Interest expense on outstanding bonds	(1,016,066)	-	-	(1,016,066)
Principal paid on capital leases	(31,028)	-	-	(31,028)
Proceeds from contributed capital	304,215	-	-	304,215
Net Cash (Used for) Provided by Capital and Related Financing Activities	107,113	(353,070)	-	(245,957)

	Proprietary Fund Types		Fiduciary Fund Types	Total
	Enterprise	Internal Service	Non-Expendable Trust	(Memorandum Only)
Cash Flows From Investing Activities:				
Investment income	260,125	-	821,705	1,081,830
Maturing of investments	-	-	191,338	191,338
Purchase of investments	-	-	(499,864)	(499,864)
Net Cash Provided by Investing Activities	260,125	-	513,179	773,304
Net Increase (Decrease) in Cash and Cash Equivalents	3,798,650	(152,288)	148,620	3,794,982
Cash and Cash Equivalents, Beginning	3,682,846	267,189	18,154	3,968,189
Cash and Cash Equivalents, Ending	<u>\$ 7,481,496</u>	<u>\$ 114,901</u>	<u>\$ 166,774</u>	<u>\$ 7,763,171</u>
Reconciliation of Trust and Agency Fund Cash:				
Expendable			\$ 379,301	
Nonexpendable			166,774	
Agency			<u>4,327,746</u>	
			<u>\$ 4,873,821</u>	

The accompanying notes are an integral part of the financial statements.

E-911 ADDRESSING STREET NAME CHANGES-CONCORD

Canton Street.....	Quincy Street
East Ridge Drive	Styles Drive
Eastern Avenue Extension.....	Cardinal Road
Elm Street.....	Chesley Street
Endquest Street.....	Brandy Lane
Fremont Street.....	Federal Street
High Street	Liberty Street
Industrial Park Drive (Portion of)....	Chenell Drive
Matthew Street Extension	Matthew Street
Meadowlark Lane.....	Sundance Road
N. Haines Road	Haines Road
North Cricket Lane.....	Cricket Lane
Rockland Road.....	Watkins Way
South Haines Road.....	Asby Road
Summer Street.....	Montgomery Street
Upper Centre Street.....	Thayer Pond Road
Walnut Street.....	Orion Street
West Ironworks Road.....	Lewis Lane

E-911 ADDRESSING STREET NAME CHANGES-PENACOOK

Bridge Street.....	MacCoy Street
Center Street.....	Community Drive
Church Street.....	Steeple View
Linden Street	Meter Street
Maple Street	Barnett Drive
North Main Street.....	Village Street
Park Avenue	Dolphin Street
Pine Street	Hullbakers Place
South Main Street.....	Village Street
Spring Street.....	Shaw Street
Summit Street.....	Brodeur Street
Union Street	Coral Street
Warren Street	Tanner Street
West Main Street.....	Lilac Street
West Street	Tanner Street

GOVERNMENT

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes



COMMUNITY CALENDAR

- JANUARY** Christmas trees may be disposed of at White Farm on Clinton St. through Jan. 31
- FEBRUARY** Presidential Primary • Little League Signups • Special February Vacation Week • Recreation Activities • Tax abatement application due by Mar 1
- MARCH** Tax payment due March 31 • Remove artificial flowers from cemeteries by April 1
- APRIL** Youth football signup • Dog license renewals • National Library Week and book sale • Beaver Meadow Golf Course opens • Spring vacation week library programs
- MAY** Fall Youth soccer signup begins • Kiwanis Trade Fair at Everett Arena • Summer Recreation brochures available • Pool passes issued at White Park office
- JUNE** July and October tax bills mailed • Budget hearings • Tax payment due July 1 • Political party changes due for State primary • Tuesday and Thursday evening summer music series begin • Pool Passes issued to residents at pool locations • Library Summer Reading Club • Household Hazardous Collection Day
- JULY** July 4th fireworks display at Memorial Field • Downtown Market Days • Recreation programs-theater, golf, tennis, soccer, horseback riding camps, swim lessons, etc.
- AUGUST** Summer Music Series Ends • Youth hockey signup • Capital Criterium Bike Race • Summer Reading club party
- SEPTEMBER** State Primary • Tax payment due October 1 • Family story time begins • Household Hazardous Waste Collection Day
- OCTOBER** Youth basketball signup • Leaf pick up begins • Halloween observed on the 30th in Penacook and the 31st in Concord
- NOVEMBER** Municipal elections • Tax Abatement applications available • General Election • Holiday Parade • Golf course closes • Artificial flowers may be placed in cemeteries
- DECEMBER** First Night Celebration • Tax payment due Jan. 2 • January and March tax bills mailed • Basketball camp